

POLICE STUDY

SCOPE OF SERVICES

(Sample)

This study will provide a comprehensive review of the manner in which police and dispatch services are provided within the community. Using this review as a basis, MRI will make recommendations for improvements that are to take into consideration the current and future financial ability of the community, appropriate modifications to the delivery systems to provide optimum service to the entire community, adequacy of physical facilities and equipment, efficient use of resources, and whether the current organizational structure is appropriate or should be modified.

Emphasis will be placed on the following:

1. **Organizational Structure and Governance:** Review organizational structure for appropriateness. Review policy and decision making processes.
2. **Internal Communication and Cross Functionality:** Evaluate the working of management teams, communications, scheduling, and adequacy of staffing to accomplish goals. Evaluate the administration of each unit and make recommendations regarding efficiency and effectiveness.
3. **Organizational, Managerial, and Operational Practices:** Review existing general orders, standard operating guidelines, policies, rules, and regulations in relation to Federal and State requirements and guidelines and in relation to contemporary "best" practices and procedures.
4. **Strategic and Capital Planning, Budgeting:** Review planning processes and the current processes for establishing budgets. This will include reviewing the Master Plan and any Capital Plan, including assessment of equipment, and a risk management strategy.
5. **Facilities:** Assess the adequacy of the current facilities for current and projected uses, and recommendations for changes, if any, in size, appropriateness, and configuration of the facility.
6. **Staffing:** Assess the Department's staffing, work scheduling, and equipment compared to service level demands, safety issues, and quality of service considerations inherent in such policies, staffing, and scheduling.
7. **Community:** Identify major issues and concerns of the community regarding the operations of the Police Department. Achieve an understanding and appreciation

of the values and “personality” of the community and the local government. Understand, to the extent possible, the community’s needs, wants, and desires with regard to Police services in the future. Plan for a strong partnership between the community and the department into the future.

8. Risk: Identify potential areas of risk/liability and make recommendations to reduce those exposures.

The team will spend time with the key personnel in the Police Department to gain an understanding of the organizational, operational, and management systems and approaches currently in place, and then compare and contrast the current structures against contemporary practice and convention.

REPORT CONTENTS

The report is organized in an easy to read format for civilian and sworn personnel alike. The report will include, but not be limited to, the following general topics:

1. All existing conditions.
2. Evaluation of the community’s law enforcement services, response capabilities, and planning.
3. All tasks undertaken, existing conditions, and operations of the Department's services, as well as all evaluations and comparisons of the services provided.
4. A detailed set of recommendations on the management and organizational structure of the Department's staffing levels, operations, and procedures to meet the projected needs of the community.
5. Recommendations for revenue enhancement and cost savings.
6. A detailed action plan consisting of tasks and action items necessary to implement the recommendations of the study.

Specifically, the report will provide detail on the following:

- Recommendations (strategic plan) on the optimum organizational structure for delivery of law enforcement services in the community for the immediate and longer term time frame. Our report will include recommendations regarding the potential for cost savings or consolidation of functions, if needed. We will include as appropriate, recommendations for alternative funding sources.

- Analysis of system strengths and weaknesses.
- Analysis of service demand, workloads, and response times.
- Analysis of types of calls for service.
- Analysis of patrol deployment and response times and related operational response procedures.
- Analysis of natural or manmade disaster response plans, including the current level of readiness and any alternate considerations.
- Analysis of the Department's proactive and self-initiated crime prevention activities that police personnel carry out between calls for service.
- Analysis of how overtime funds are being spent.
- Comparative analysis of police services in other similar communities.
- Analysis of all Departmental policies and procedures related to organization, staffing, deployment, scheduling, and Department efficiencies.
- Analysis of current reporting methodology employed and reliability of statistical information.
- Analysis of the effectiveness of the organizational and command structure of the Department.
- Analysis of the cost allocation for personnel, equipment, supplies, etc. for various functions of the Department.
- A review of current recruitment, hiring and retention programs, and recommendations for enhancements.
- Analysis the enforcement and investigative functions of the organization.
- Analysis of training programs to include review of current training levels, training facilities, and equipment, and analysis of appropriate certification and mandated training compliance.
- Analysis of training practices, State mandated training compliance and the Department's in service training program.
- Analysis of policies and standard operating procedures to determine if

improvements or best practices can be employed to further improve efficiency and level of performance of the Department while minimizing risk and potential liability.

- Analysis of crime prevention and public safety education activities.
- Analysis of dispatch and communication functions and capabilities.
- Analysis of fleet, existing equipment, serviceability, needs, and excesses.
- Analysis of incident reporting and the record keeping function.
- Analysis of the utilization of advanced state-of-the-art technology, including automated data processing and procedures, and other technology capable of enhancing law enforcement effectiveness and efficiency.
- Identification of potential sources of revenue and alternative funding opportunities.

QUESTIONS TO BE ANSWERED

MRI understands that we are hired to provide answers to public officials. At the onset of this project, we would expect to have a “kick-off” meeting with the hiring authority to determine any special areas of interest for examination. Among the questions that should generally be answered in the final report are the following:

- Do local officials, members of the community, and employees have a clear idea of the values, missions, goals, and objectives of the Department in general?
- To what extent would an added emphasis/more focus on different management practices or changed approaches assist the Department in more efficiently or effectively delivering services?
- To what extent have current concepts of policing been successfully incorporated in pursuing the Department’s mission?
- Is proper organizational theory including chain of command, span of control, and unity of command in place within the Department, and are these principles working in everyday operations?
- Are the current operating budgets and levels of staffing appropriate?
- Once passed, is the budget being properly administered?

- Are there adequate financial and management controls in place in such areas as department owned property and equipment, cash receipts, and purchasing?
- Are there adequate controls over evidence, property, cash, and equipment?
- Are personnel and resources utilized efficiently and effectively?
- Are the communications and data processing systems adequate, and is management information properly utilized?
- Has the command structure been providing proper leadership?
- Are personnel properly trained for the positions they occupy?
- Is the level of internal discipline adequate, and is it fairly administered?
- Do all employees have a proper sense of community service and sensitivity to the issues of working in their community?
- Does the Department have a good working relationship with other departments and other public safety agencies?
- Is employee turnover, and related costs, reasonable, and if high, what are the causes?
- What are the current conditions of internal employee and management relations?
- Do the employees feel motivated?
- Is there a sense of unity in the Department?
- Is the vision of the Department well established and is direction clear?
- Do employees believe their leaders represent their Department well?
- Is communication within the Department clear, consistent, and timely?
- Is the ratio of management to employees within an appropriate range (e.g., too lean or too top heavy)?
- Is the current level of staffing appropriate to conduct current and future Department operations?
- Is the Dispatch center efficient?

- Are there crimes, victims, and service areas that require a more effective response?
- Are the salary schedule, wages and employee benefits competitive?
- Are the hiring and promotional processes adequate to select the best qualified candidates, screen out undesirables, and achieve an appropriate level of diversity?
- Are citizen complaints and concerns responded to in a proper manner?
- Are the rules, regulations, policies and procedures adequate and up-to-date, and are they understood and observed by all?
- Is the processing and control of arrested persons accomplished in a professional and legal manner?
- Are there crimes, victims, and service areas that require a more effective response?
- Is the processing and control of arrested persons accomplished in a professional and legal manner?
- Are the physical facilities and equipment, including motor vehicles and radios, up-to-date, capable of meeting the demands on it, and operated and maintained in the most cost-effective manner?

PRESENTATION OF A FINAL REPORT
AND
ACTION PLAN RECOMMENDATIONS

The final report and associated action plans and recommendations are normally presented by the project team at up to two meetings. MRI does, however recognize that each community has different needs and will attend those meetings necessary to satisfy the community's needs.

Upon the completion of all the tasks outlined above, MRI will prepare a draft final report. Copies of this draft report shall be provided to the designated officials for review and distribution, as deemed appropriate. The purpose of this draft is to allow key personnel the opportunity to review the document for accuracy, clarity, and facilitate a brief comment period. After receiving the comments and advice of appropriate officials, MRI will prepare and deliver copies of the final report to the designated officials.